

**DEPARTMENT OF THE ARMY**  
**CALIFORNIA ARMY NATIONAL GUARD**  
118<sup>th</sup> Maintenance Company (DS)  
8010 South Airport Way  
Stockton, California 95206-3999

POLICY LETTER 2002-02

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**Expires Indefinite**

**118<sup>th</sup> 1SG Improvement Plan for NCO Corps**

References. FM 100-1, Unit AWOL Abatement SOP

*Five Steps to improve the retention, morale, and potential deployment of the 118<sup>th</sup> Maintenance Company.*

**Step 1- Leader Books**

All team leaders and/or NCOs responsible for soldiers will carry at the minimum the pocket NCO notebook (company will supply). This notebook will contain the personal information of subordinate soldiers.

All section leaders / squad leaders will carry a full leader book to contain the following:

- Personal information of subordinates
- Schools both needed and complete
- ETS dates and counseling for near "ETS-ing" soldiers
- Pre-made and blank counseling forms for AWOL, late, performance, APFT, weight control, and at-a-boys. A copy of the counseling forms completed and signed for up to at least up to a year.
- List of rolling stock assigned to your section
- List of drivers and qualifications
- Sections APFT scores dates
- Marksmanship scores and dates
- Current training schedule and OP Plan with extra copies
- Copy of section work plan

All Platoon Sergeants will carry a full leader book to contain the following:

- The same list of items as detailed above
- The UMR and PQR
- Copies of the "SUTA request form" for soldiers requesting a SUTA or ET
- Signed copies of CALform 350-2r after soldier makes up the SUTA
- A "phone tree" list showing which soldiers are responsible for calling who to include back ups just incase somebody is in school or other wise unable to perform their duties. In addition, on this will include Phone numbers
- AWOL abatement program and current command policies

## Step 2 – Counseling (DA Form 4856 dtd JUN 99)

### Pre-made counseling forms

- New soldiers, explaining what is expected of them within the 118<sup>th</sup> maintenance company:
- AR 670-1
- SUTA policy
- Drill schedule
- Chain of command
- NCO support channel
- Military courtesy

### AWOL reasons

- IDT
- AT
- Schedules make up date for a SUTA
- Left armory area other than for lunch without informing chain of command
- Late for formation or work area

### Squad members / NCOs

- Should include the list given to the new soldier
- Accountability
- Lead by example

### Leadership: platoon sergeants / section chief

- Ensure section work plans are done and ready to perform
- Section equipment is maintained, dispatched, accounted for and safely utilized
- PMCS is performed in accordance with the –10 TM and 5988
- Ensure you and your section are within the AR 670-1
- Maintain accountability of your section at all times
- Maintain a leader book
- Make contact with your soldiers during the month
- Be prepared to counsel your soldiers with the pre-made counseling forms
- TAKE EXTRA CARE OF YOUR NEW SOLDIERS FOR THEIR FIRST SIX MONTHS
- Always know where they are and what they are doing during sponsorship
- Never complain to subordinates always bring your problems up the chain

### Other counseling situations:

- APFT
  - Failing
  - Scoring over 290
- Height and weight
  - Not passing tape
  - Not improving
- Performance / NCOER
  - Let soldier know what they need to do to be promoted
  - BE honest and let them know where they fall short and how they can improve
- At-a-boys
  - When soldiers do well, make a record of it
  - If they volunteer for extra duty or mission

### Step 3 – Sponsorship

#### LEADERS- TAKE CARE AND RESPONSIBILITY OF NEW SOLDIERS:

- Know who they are and what their paragraph and line number is before drill
- Call them before drill and arrange to meet them at the armory at a set time before formation
- DO NOT send them on their way Saturday morning and check up on them Sunday afternoon
- DO NOT have problem soldiers sponsor your new soldiers
- DO make sure on their first drill they do something in their MOS
- They cross train in something equivalent on their first drill
- Counsel them
- Ensure they are issued a toolbox within the first three months. If applicable

#### Set up a sponsorship team

- PSG and PL should assign sponsors based on availability and the type of soldier who can do it
- The team needs to work with the recruiters, SGT Hanzak
- Team members need to take on different tasks:
- Find out from the recruiters (SFC Gatto or SGT Williams at 983-5488) what new soldiers will be coming to the unit
- Find out the specific soldiers who will be showing up for the upcoming drill
- Find out from SSG Furtado all the pertinent information on each soldier.
- For example, MOS, paragraph and line number, new recruit or prior service, what branch if prior, MOS Qualified, date for basic training or school, date of expected return, Phone number, platoon, and rank This can be accomplished by using the recruiting package from Furtado
- Make a spread sheet with that information and have it ready for each platoon leader, Platoon Sergeant, and the 1SG at dark night for each new soldier coming into the unit on the upcoming drill
- If a soldier is identified to be coming into the unit after dark night and before drill, have their information E-mailed to their respective platoon leadership
- Make a binder with those spread sheets so we can track the new soldiers
- In that binder have each soldier's school dates on one easy to understand spread sheet
- Make a generic letter welcoming them to the unit and have it ready for platoon leadership at dark night or maybe signed by the commander and have it sent. 1SG should create and sustain the sponsorship program with letter formats, the PSG should ensure it's executed
  - Make a generic letter for each platoon sent out about two weeks into their training wishing them well and to hang in there
  - Make a generic letter for each platoon wishing them a happy birthday to be sent out while they are in training
- Make a survey to be given to each new soldier on their anniversary date or six months after their return from AIT if they were in school during that time
- Make sure that there is enough sponsorship folders always ready for new soldiers
- Review the items in the folder and look on the web to find out the best information to put in those folders
- This work needs to be maintained month to month mostly on your own time please don't take it on if you can't commit to doing a professional and high quality job

#### Appointed times:

This is to try and reduce the stand around and do nothing time that happens in the armory

These times can change *now* if we want, and if we agree to go this way.

The leadership needs to buy into this, it won't work if we aren't where we are supposed to be

Reasons why I think we should go to appointed times:

The new soldier can accomplish much more in less amount of time

Less waiting around for the new soldier

New soldier feels important when we are there for them instead of always telling them to come back later

Gives them a chance to work with their platoon the first drill

Makes the 118<sup>th</sup> look organized and squared away and leaves a good impression on the new soldier

Gets it done in one month ( I have talked to soldiers who have in processed for more than two and three months )

#### Time frame:

##### Saturday

0800 – 0930hrs

tour of the armory and shops

0930 – 1030hrs

meet and counsel platoon leadership

1030 – 1200hrs

issue TA – 50 / mask

1200 – 1300hrs

lunch

1300 – 1400hrs

section areas

1400 – 1500hrs

orderly room

1500 – 1600hrs

motor pool

1600 – 1645hrs

section area / home

##### Sunday

0800 – 0900hrs

retention NCO

0900 – 0915hrs

first Sgt.

0915 – 0930hrs

XO

0930 – 1000hrs

commander

1000 – 1645hrs

section area

#### Step 4 - Full time staff

Your work is the lifeblood of the unit. Everything that happens in the unit goes through you.

##### Schools

- Make a desktop SOP that will help leadership put soldiers in for school. With some sort of follow up system
- Have the 54B's make a binder where a leader can look in, to find out the status of their subordinates school
- New soldiers
  - Have a list of new soldiers ready for the sponsorship team prior to dark night
  - Inform sponsorship team when a new soldier comes into the unit in-between dark night and drill
  - Have all the new soldiers information ready for the sponsorship team

##### Missions

- Have a current and accurate list of SAD soldiers at dark night **PSG's** should always have this information
- Have a new list at drill if the one from dark night has changed
- If a soldier volunteers for a mission that the company needs to accomplish make sure

#### Communication

- This is a key issue when working with soldiers of all ranks and problems
- Responding to E-mails and telephone messages should be a top priority. Even if you don't have any new information
- A soldier's problem is one in a hundred that passes through the orderly room, but it is important to the individual soldier
- When soldiers are waiting for a response that does not come, we are sending them a message that they are not important
- This goes both ways, when a full time staff sends out an E-mail requesting something we need to respond in a timely fashion with a yes or no or what ever they are asking for
- Updated alert roster (once a quarter an alert should be conducted)

### **Step 5 - Leadership, what can I do?**

#### Accountability

- For yourself
- Do you look like a soldier, mustache, hair cut, uniform
- Do you render the proper military courtesy and respect due to higher ranking soldiers regardless of how you feel about them
- Do you call soldiers by their rank and last name (not first name)
- Are you on time and at your assigned work area doing the job or task assigned
- Do you make on the spot corrections
- Do you prepare during the month to have work for your soldiers during drill
- Are your section work plans done and sent up the chain by dark night

#### For your soldiers

- Do you know where your soldiers are and what they are doing
- Do they comply with AR 670-1
- Do you counsel them how to further their career and improve themselves
- Do you contact them during the month to fill them in on information and remind them of the upcoming drill
- Are they kept busy so they don't get bored and end up with idle time on their hands
- You owe it to your soldiers to be prepared and to be squared away

#### Going above and beyond / Extra duty

- Volunteering, the unit needs some people to step up and take on some extra duties to relieve some of the burdens on the full time staff and officer core. This is what is expected
- To volunteer you must take ownership of the duty and put your name to it
- Quality and professionalism are the key, a half hearted effort is unacceptable
- A lot of the work will need to be done on your own time
- The unit will be there to support you and offer all the resources you need
- You will be a key member in raising this unit a level higher and molding young soldiers into effective NCOs
- More than one person can work together
- Some duties may take a lot of drill time

#### The extra duties that need to be filled

- If you would like to step up, let your platoon Sergeant know what you would like to do
- Get the details and counsel with the 1SG to determine if you are prepared to commit to a portion or all of the extra duty

Master fitness trainer (more then one needed)

- Conduct APFT and remedial PT
- Input and maintain APFT scores and binder
- Maintain and organize a profile binder in two parts permanent profiles and temporary profiles / (with time frames)
- Conduct weigh in and taping
- Maintain a weight control binder
- Come up with a fitness plan for soldiers who fail the APFT and weight
- Be able to give the commander an **accurate** status of the fitness of the unit

MOSQ NCO

- Make a binder listing who is “MOSQed” and who is not
- Maintain the binder monthly
- List the status of the soldiers who are not MOSQ (i.e. dates they are to attend, reason they don’t have a date)
- If possible, with training from SSG Furtado get into ATTRS and put people in or find out upcoming dates of MOS schools
- Help SSG Furtado with what ever else needs to take place to get people to school
- Be able to give the commander an **accurate** status

NCO development schools - NCO

- Make a binder listing the soldier who need to attend PLDC – BNCOC – ANCOG
- With dates, and reasons why they don’t have a date
- Come up with a plan to have classes for soldiers who will be attending the leadership schools to help prepare them
- Have on hand any materiel they will need before they go to their school
- Be able to give the commander an **accurate** status

Enlisted development – NCO

- Come up with a plan to take the soldiers who have not been to basic and have a class on different topics relating to basic soldiering skills (each month)
- CTT – NCO
- Develop a plan to get CTT accomplished each month
- Look at up coming CTT and get training aids ordered

### **The Plan**

#### **By Acting 1SG Gutto**

I was asked to come up with a plan to help this unit take that extra step it needed to boost morale, and professionalism.

It's only a plan, just a piece of paper or an image on a computer screen. Hollow and lifeless with words and letters arranged in such a way to spark some emotion. It's up to you now to dig inside yourself and find out if you have what it takes to be an NCO in the 118<sup>th</sup> Maintenance Company.

The leadership needs to buy into this plan, come up with another one, (I might be stepping out on a limb here.) or get out of the 118<sup>th</sup>. If you want the privilege of wearing stripes in this unit you need to step up to the plate and be a NCO. If you don't want to maintain a leader book, conform to AR 670 – 1, or do some work at home, I think you should move on or take a voluntary reduction to E-4.

The commander normally doesn't allow transfers because you are unhappy or mad. You will need to write him a memo explaining to him the real reason why you want out of the unit. In this case you may want to start off by stating you no longer want to perform your duties as a NCO and want to transfer to a unit that does not demand very much out of their NCO core. He may except that and allow your transfer.

The bottom line is it's going to take all of us to make this work. One bad apple can ruin the whole bunch. I think it's a good start and I would encourage you to look this over and come up with some ideas on how to improve on the plan. I know Rome was not built in a day and it will take some time to act on many these items to get them into full effect. I realize I didn't talk about "work". That's because I think the underlying problem was leadership and commitment. And, I think if you fix that, "work" will come automatically. (I don't mean to say that there wasn't leadership or commitment before, I think we just needed to evaluate ourselves to see if we could do something better or different). Finally, I wrote it in this format because you can break it down into chunks and complete something. Almost like a checklist, a document that you can work with and track your progress. I wanted to be able to use this and refer back to it, didn't just want a memo that you would read and then toss.

### **Commander's Comments**

#### **CPT Martinelli**

I applaud the NCO Corps. I know first-hand how difficult it is to change past practices, especially if they are negative habits. I have nothing but immense respect for the NCO.

I asked that A1SG Gutto review the climate of the unit and formulate a plan of action. I believe this is the first step. The real challenge will come from your inception of the plan.

I have full confidence that the 118<sup>th</sup> NCO's will take this mission and succeed. If there's any resources or support you need from my office- let the 1SG know and we will address it promptly.

I want you to know that I, as your Commander, assess the state of the unit as high. We are an outstanding outfit with even better leaders. This plan should give you the information necessary to mentor younger soldiers and assist them to grow in to the solid NCO you are.